

UNIVERSITI TEKNOLOGI MARA

**EMPLOYEE ENGAGEMENT
THROUGH JOB RESOURCES AND
PERFORMANCE MANAGEMENT:
THE MEDIATING ROLE OF TRUST
IN LEADER AMONG LECTURERS
IN MALAYSIAN POLYTECHNICS**

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Dissertation submitted in partial fulfillment
of the requirements for the degree of
Doctor of Business Administration

Arshad Ayub Graduate Business School

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AUTHOR'S DECLARATION

I declare that the work in this dissertation was carried out in accordance with the regulations of Universiti Teknologi MARA. It is original and is the results of my own work, unless otherwise indicated or acknowledged as referenced work. This thesis has not been submitted to any other academic institution or non-academic institution for any degree or qualification.

I, hereby, acknowledge that I have been supplied with the Academic Rules and Regulations for Post Graduate, Universiti Teknologi MARA, regulating the conduct of my study and research.

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ABSTRACT

This study focuses on Employee engagement among lecturers in Polytechnic Malaysia, one of the biggest Public Higher Institutions across all states in Malaysia providing technical and vocational education. Although past researchers have focused on work engagement studies in terms of antecedents and less study were found on organization engagement, particularly by combining these two types on employee engagement in one study. The present study undertakes this novel opportunity to complement the existing literature by examining Employee engagement through Job Resources and Performance management with Trust in leader's mediating roles. Further, this study takes important steps to demonstrate the contrasting results between two engagement forms, including Job engagement and Organization engagement. Data were collected using an electronic web-based questionnaire: SurveyMonkey©, with 230 completed questionnaires from lecturers throughout all polytechnics in Malaysia. Smart PLS 3.0 was used to test the research hypotheses. The results suggest that trust in leader were positively and significantly related to both job engagement and organization engagement. This study confronted distinctions between Job Resources and Performance management towards Job engagement and Organization engagement, which are explained using JD-R theory, LMX and SET as underpinning theorization. It was highlighted the importance for organization to be aware and acknowledge their subordinates through fulfilling two main constructs of Job Resources and Performance management and considering the right management practices to obtain Trust in leader value among subordinates. Limitation of this research in terms of scope of research covers only focusing on the public sector in higher education scenarios.

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